

MULTIMEDIA



UNIVERSITY

STUDENT ID NO

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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2 2019/2020

**BHR 3154 LEADERSHIP**

(All sections/groups)

6 MARCH, 2020

3.00 PM – 5.00 PM

(2 Hours)

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**INSTRUCTIONS TO STUDENT**

1. This question paper consists of 3 pages with **TWO SECTIONS**.
2. **SECTION A** contains 4 structured questions and **SECTION B** contains 1 Case Study.
3. **Answer ALL questions in Section A and Section B.**
4. Answer both sections in the Answer Booklet provided.

**SECTION A: Answer ALL questions.****QUESTION 1**

Daniel Goleman states that, “effective leaders are alike in one crucial way: they all have a high degree of emotional intelligence”.

Do you agree with this statement? Support your answer by using Goleman’s five components of Emotional Intelligence.

(15 marks)

**QUESTION 2**

Over the past decade, ethical leadership has gained significant importance in organisations across the world.

Analyse **THREE (3)** reasons for this focus on ethical leadership and explain how a leader can promote ethical behaviour in an organisation.

(15 marks)

**QUESTION 3**

Leadership is an important element of successful teams. Identify different techniques that a leader can take to foster teamwork.

(15 marks)

**QUESTION 4**

Why do many people think that motivation is the most important part of a leader’s job? Relate your answer by using coaching as your argument.

(15 marks)

**Continued...**

**SECTION B: Read the case and answer all questions. (40 marks)****HOW DO I DECIDE ABOUT TWEETS?<sup>1</sup>**

Brian Casey is the CEO of Builder Electro, a medium-sized company that manufactures and sells electronic products to the construction industry. Some of Builder Electro's products are sold in home improvement and hardware stores. The most successful product is the quartz heater that builders use when working in an unheated area, such as a garage or house under construction. Another successful product line is battery-operated drills and screwdrivers.

Casey has recently noticed some disturbing mentions of the company and its personnel on social networking sites, particularly Twitter. Some of the postings are favourable in reference to the company, such as "Had another great day doing my best for Builder Electro."

Some of the unfavourable tweets are offensive to the company, and are potentially offensive to its reputation. Two examples: "Frostbite can result from using a Builder Electro space heater" and "Meet the Worst Boss of the Year at Builder Electro." Most of the offensive tweets appear to have been posted by company employees.

Brian Casey is convinced that action needs to be taken to stop the negative posting about Builder Electro. Yet, he is most concerned about creating an environment in which dissent and free speech are suppressed. Casey's first thought was to consult with the company's legal counsel and then announce a company policy about Internet postings by employees.

Casey then sent an e-mail to Naomi Colbert, the director of human resources, explaining his decision about how to curb negative tweets about Builder Electro. Naomi responded that Brain should wait before making such a big decision. She suggested specifically, "Brian, I think you should hold a series of meetings with all the vice-presidents and directors before establishing a policy about these negative tweets. We are talking about a complicated issue."

**Continued...**

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<sup>1</sup> Source: DuBrin, A.J. (2013). *Principles of Leadership*. 7e. South-Western: Cengage Learning.

Brian was perplexed. He thought he could establish a policy about negative tweets quite quickly. Now he wondered if he should involve the entire executive team in making the decision.

### **QUESTION 1**

Advise Brian Casey as to whether he should decide on a policy by himself with respect to employees' social media postings that are negative towards Builder Electro.

(20 marks)

### **QUESTION 2**

Suggest a leadership theory that might help Brian Casey decide whether he should make an individual or a group decision with respect to employees' Internet postings.

(20 marks)

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